NPower has grown rapidly over the past two years, doubling our number of sites with significant funding, and placing over 1,800 students in career-track tech jobs. Along with geographic and financial growth, hundreds of volunteers and corporate partners are inspired to source jobs, mentor our young adults and veteran students, and provide input into our curriculum. NPower, together with our partners, is operating at a moment in time when there has never been a bigger need to address the issues exacerbating income inequality and limiting US competitiveness.

We envision a future where the technology workforce is diverse, and clear pathways exist for all people regardless of ethnicity, gender, or socio-economic background to succeed in our digital economy.

We create pathways to economic prosperity by launching tech careers for military veterans and young adults from underserved communities.

We will place a minimum of 15,000 alumni in career-track jobs over the next five years and be on track to serve 50,000. We will improve the three-year wage growth for alumni.

We work together to transform lives and strengthen communities

We are dedicated to the success of our students, team and stakeholders

We are transparent, honest and ethical in all interactions

We are committed to efforts that build respect, dignity, fairness, equity and self-esteem

We learn from mistakes and successes in equal measure
In today’s economy, nearly every company is a tech company. And every tech company needs IT and digital talent. Over 50% of all jobs require some degree of technology and digital skill, and this is expected to grow to 77% by 2020 in the US.* To stay competitive, employers will have to find alternative sources of skilled IT workers, re-thinking their hiring practices by making room for credentialed young people and veterans who have the technical and professional skills to meet their needs.

Of the nearly 6 million jobs expected to require tech skills by 2020, labor statistics project a candidate pool of only 3.2 million. Even today, the number of US companies reporting difficulty filling positions because of technology skill deficits grew from 14% to 40% in just three years.

* US Bureau of Labor Statistics

**PROBLEM #1**

Lack of Access

There are too few young adults from underserved communities and veterans have the skills or access to launch successful careers in the digital economy, limiting their opportunity to participate in the workforce and build a strong financial future.

**PROBLEM #2**

The Skills Gap

There is an inadequate domestic pipeline of skilled, diverse employees prepared to meet the demands of the digital labor market.

“Partnership with NPower is extremely important to our long-term viability and competitiveness in the global marketplace. If we don’t do this, who will? As we all know, our faces, persons of color, are conspicuously absent in this field and there is vital intellectual capital, experience and collective that is needed at the table for innovation to happen. This collaboration is important.”

Dave Steward Chairman and Founder, World Wide Technology
Patrick Yun served six years in the New Jersey Army National Guard. Although he considered himself to be tech savvy, he struggled to find employment as he transitioned out of the military. Before training with NPower, Patrick was unemployed and living with his parents.

“My life is different now from when I first started the NPower program. From the soft skills that the staff has taught us to earning my CompTIA certification, I’m much better equipped for the workforce and being successful in my future endeavors. NPower has helped me pick myself back up.”
TALAYIA BOWER-AJAWOBU

Talayia is 22 years old and originally from Brooklyn. After years of struggling, including bouts of homelessness, she earned her GED and found herself still struggling to find employment in Baltimore.

Talayia continues to push herself forward. She plans to get a BA in Information Systems Management, own a home by the time she turns 28 and keep working at the Under Armour Global Headquarters.

NPower Graduate December 2016, Baltimore Technical Support, End User, Merkle

“I was always a very inquisitive person even after I graduated from High School. I wanted to understand how technology works. Information Technology provides me with an opportunity to expand upon my current knowledge of computers. There are so many facets of technology and it is constantly changing. I have a growing interest in the construction industry and now technology and want to find ways to merge the two.”
NPower is the market-by-market link between non-traditional job seekers and employers hiring IT and digital talent, creating an alternative fast-track to jobs for veterans and young adults from low-income communities on a national scale. Our rigorous free core IT training and job placement programs turn job seekers into employed professionals with industry-recognized certifications by providing job seekers with intensive technical and professional skills, internship experience and social services.

TECH JOB SEEKER

OUTREACH AND MARKETING
- Outreach and marketing
- Word of mouth
- Referral partners
  - Social service and municipal agencies
  - Nonprofit partners

THE EFFECT

- Tech industry input & engagement
- Mentors, guest speakers, coaching
- Personal development, social services

CORPORATE ENGAGEMENT IS AT THE CENTER OF EVERYTHING WE DO—
Our program is tailored to local job markets with active engagement from business, government and nonprofits. And our commitment to NPowder graduates does not end with job placement. We provide alumni with ongoing career coaching and mentoring, as well as access to advanced certifications. Those we serve are often the first from their families to have a professional position in an office environment. We understand that like the transition to college for many, the transition to the professional workplace requires support from trusted counselors.

- Advanced credentialing
- Professional development and coaching
- Three-year wage growth trajectory

from identifying in-demand skills, keeping our curriculum fresh to employing our students and graduates.
CORE STRATEGIES

Execute Flawlessly

For NPower to maintain the trust and confidence of funders, employer partners and students, we need to meet and exceed performance expectations of the program consistently. Strong execution will yield the most important outcome which is career-track jobs for our students.

OBJECTIVES:
- Recruit/Train/Retain the best team
- Prioritize and address most challenging bottlenecks
- Regularly update core curriculum with employer input
- Consistent program delivery
- Actively engage volunteers
- Engage corporate partners in successfully implementing U.S. Dept of Labor IT Generalist Apprenticeship program.

Deepen NPower Services Within Existing Regions

NPower can more effectively train and place more students by penetrating the job market of existing program locations. Our priority is to grow our share of entry level, tech-related jobs from roughly .5% to 2-3% in existing markets.

In order to execute on our mission to “create pathways to economic prosperity” we must invest more to support alumni of our core program for at least three years following graduation with continued professional development and additional training options.

OBJECTIVES:
- Launch advanced certification trainings through hybrid online/in-person model for alumni
- Formalize alumni mentoring and coaching programs where volunteers commit to a relationship with graduating students over a set period of time
- Improve alumni tracking, communications and professional development offerings
Attain Financial Sustainability

While NPower has experienced tremendous growth in the last couple of years, we need to achieve and sustain $65 million annual budget by 2023. It has become increasingly important for NPower to diversify funding sources, seek out multi-year funding from foundation and corporations, and build an individual donor base.

OBJECTIVES:
- Build cash reserves and establish an endowment
- Grow renewable government sources and earned revenue
- Develop local funding sources to sustain our regional programs

Methodically Expand to New Markets

While deepening our penetration in existing markets is a top priority, we know that we will achieve greater impact and serve more communities by launching new markets. This requires we identify ideal new markets with the largest addressable audience (unemployed and under-employed post 9/11 veterans and young adults from underserved communities) and in locations where we find a large need for entry level IT/digital talent already exists.

Our expansion criteria must also consider:
- 3-4 large committed employer partners
- 2-3 corporate leaders willing to launch a Regional Advisory Board
- Ability to secure two years of upfront funding
- High-functioning workforce investment board open to new partners
- Low-cost real estate through academic, corporate or nonprofit partnership
- Limited competition in the field of IT training for our audiences
- Potential to recruit excellent staff and engaged corporate volunteers

OBJECTIVES:
- Identify, evaluate and prioritize expansion markets
- Customize curriculum plan by market
FOUNDATIONAL PRINCIPLES

WE TRAIN TO THE NEEDS OF INDUSTRY.
Our curriculum will be vetted by our employer partners and respond to market need.

WE HELP THOSE WHO MOST NEED NPPOWER.
We serve those who can most benefit from our program and who are qualified to complete the program: Highly motivated young adults ages 18-25 and veterans and military spouses with low-moderate incomes and education.

WE CARE ABOUT CAREERS.
Our success is not measured by the number of students we train, but by the number of career-track jobs we place our students in, and by 3-year wage growth following completion of our core program.

WE INVEST IN THE GROWTH OF OUR ALUMNI.
Our program model has proven successful in getting our alumni to the first rung of the technology career ladder. We must also support alumni with continued professional development and additional training and credentialing options.

WE MAXIMIZE INSTALLED CAPACITY.
NPower can more effectively train and place more students by penetrating the tech-related job market of existing program locations than growing to new hubs—making our first priority to grow our share of entry level jobs from .5% to 2-3% in our existing markets.

WE ARE TRANSPARENT ABOUT OUR SUCCESS, AND OUR FAILURES.
Organizational performance metrics must be incorporated into everything we do.
Our vision is ambitious and can only be realized in partnership with forward-thinking companies, funders, academic institutions, volunteers and non-profit and government collaborators (both in the US and Canada). We will actively seek out partners who share a common goal of a diverse, domestic technology workforce where all people regardless of ethnicity, gender, or socio-economic background can succeed in our digital economy.

NPower is at momentous juncture. Decisions we make today will drive the number of people we impact, and shape the life trajectories we change. We are fortunate to have a strong reputation among funders and employers, a thriving alumni network, and committed corporate partners and volunteers.

This strategic plan sets a course to place a minimum of 15,000 NPower students cumulatively, across our programs and geographic footprint, over the next five years and be on a path to serve 50,000. We will be accountable to improve job placement rates and 3-year wage growth for alumni.

By 2023, NPower will be

- The go-to leader for employers to recruit diverse, entry-level technology talent.
- An innovator in training content and delivery for overlooked populations.
- A national thought-leader in middle-skills technology and digital workforce development.

“We are proud of our partnership with NPower. The program provides an opportunity for Bank of America to connect NPower students to the training and skills they need to succeed in an increasingly specialized workforce. We all benefit from this relationship; not only are our employees fulfilled from volunteering, training and sharing their experiences with students, but seeing firsthand the positive impact our support provides is especially gratifying.”

David Reilly CIO, Global Banking and Markets, Bank of America, and Chair of NPower’s Board of Directors